

25 APR 1978

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Implementation of DDCI Memorandum on
Uniform Promotion System

REFERENCE : DDCI memo dtd 7 Apr 78, subj:
Uniform Promotion System

1. In response to referent memorandum, it will be necessary for you to take the following actions:

a. Establish promotion plan targets. This has already been done by the Directorate of Operations. OP has circulated promotion projections to the other Directorates for your use in establishing the targets. If you anticipate problems because we are already so far into FY 1978, please inform me. You may need to establish an internal mechanism to monitor and allocate promotions among your subgroups.

b. Apply the "three per cent rule" on the basis of:
(1) ranking and (2) evaluative determination of the employee's value and potential. Employees not evaluated within the lower two "descriptor" groups should not be subject to identification as falling under the "three per cent rule."

c. With respect to employees identified under the "three per cent rule," establish an independent review panel to "review each case on its individual merits and present its findings to the head of the career service." In addition, notify me of the names of members of the panel as soon as they have been designated.

d. Develop and publish additional promotion criteria by 15 May. The need here is to specify the key factors that affect selection for promotion. Among these is comparative ranking. The basis for ranking should be made specific. For example, if "effectiveness," "personality," and "potential" are key considerations, how is each evaluated and what are the weights, if any, assigned to factors and sub-factors? You should pay special attention to any subgroups that use vague and/or unspecified bases for ranking employees. In addition, you may wish to specify skill and knowledge levels required. If you anticipate problems meeting the deadlines, notify me of your action plan and proposed schedule.

e. Change board and panel procedures, as needed, to incorporate the new inviolability of the rankings and recommendations for promotion. Where boards and panels have not previously had responsibility for making promotion recommendations, they now have that responsibility. You may wish to reconsider the composition of the boards and panels accordingly, especially if comprised of relatively junior employees.

f. Prepare a revised schedule for fitness reports, comparative evaluation, and promotion lists. As this schedule is to be standard for the Agency, the action belongs to the Office of Personnel in consultation with you.

g. Revise the personnel handbook of your Career Service as needed. As some other personnel policies are also being reviewed and revised, you may wish to assemble the changes and then put out a comprehensive revision. This does not obviate a need to provide employees early notification of changes in procedures and of promotion targets. The Office of Personnel will prepare the necessary changes in the Regulations.

2. Under separate memorandum of 13 April, the DDCI instructed you to initiate planning and to undertake actions leading to the establishment by 15 May 1978 of a Senior Secretarial Panel at the Career Service level. Our guidance for this is being prepared separately.

(SIGNED) F. W. M. JANNEY
F. W. M. Janney

cc: DDCI

Att
Reference

PERS A-100

DDA 78-1251/1

10 April 1978

MEMORANDUM FOR: Director of Personnel

FROM: John F. Blake
Deputy Director for Administration

Fred:

1. I am commencing to be somewhat concerned, as I am sure you are also, with the various tasks that are emanating from our Personnel review with the DDCI. In order to track all of these matters, I suggest you give consideration to pulling together a one-time report establishing target dates for the accomplishment of these tasks.

ATINTL

2. Using [] notes, the following individual tasks are identified:

- A.2.
- A.3.
- A.4.
- B.
- C. You owe Carlucci analytical comments on the various PDP's he will discuss with the Deputy Directors.
- D. Here I believe you should have a conversation with Sayre Stevens and fill him in on the facts.
- E. The preliminary report on fitness reports is due on 12 April.

ATINTL

3. In addition to the above tasks you have to develop and send forward for approval proposed statements of responsibility for your new "Monitoring Unit." Also, the promotion regulation will have to be redone considerably. [] has to be amended to get into it the three-year probationary period.

4. If we don't develop a schedule with proposed dates to accomplish all of these tasks, I fear we will be nicked and dined to death. Please let me have your projected schedule as soon as you can.

STATINTL

[]
John F. Blake

Personnel Issues:

A. Agency promotion system: An Agency notice, to be signed by the DDCI, will be issued to all employees. The following points will be included:

- also Dir Notes*
1. All Directorates will use the Panel system for all promotions. The Panel decisions will be final and any disagreement by a Deputy Director will be resolved by the Director.
 - ✓ 2. Minimum promotion target numbers by grade will be published for each Directorate.
 - ✓ 3. A standard Agency promotion schedule for each grade will be published. *This will provide for a reasonable flow through opportunity & year-to-year consistency of promotion opportunity.*
 - ✓ 4. The 3% selection-out exercise will be pursued aggressively. To that end, a Directorate Panel will review each case and make an absolute determination for each individual. *In some instances less than 3% will be taken if individual performance warrants retention; in other instances somewhat more than 3% may be required to sustain flow through.*
Promotion lists will be published.
I will explain this system to each Deputy Director early next week. The system should eliminate real or perceived inequities in promotion decisions and move the Agency towards a more uniform personnel management system.

✓ B. Cross-Directorate rotations:

I will require each Directorate to identify specific jobs within Components which could be filled by a candidate from another Directorate. These jobs would be career-enhancing for the individual chosen as well as necessary positions within the Directorate. Then, each Directorate will propose candidates for career-enhancing assignments. The Office of Personnel will match individual credentials with job descriptions and select the nominees. A first year goal of 30? positions will be identified.

? Establish requirement that a cross-Directorate assignment is prerequisite for supergrade promotion

C. Personnel Development Plan:

I have reviewed the FY 78 PDP. I have asked the DDA to prepare a notice which says that I approve the Plan and expect it to be used throughout the Directorates. No names of individuals on the PDP list will be published. I have thought a great deal about that and decided that it promotes morale problems among employees and reduces flexibility for the managers. Many of the requests for names were based on perceptions that PDP was a paper exercise. To eliminate this possibility I will go over a Directorate PDP with the Deputy and point out problem areas. In addition, one person from Office of Personnel will monitor the use of the Plan in the Training Selection Boards, career development assignments and supergrade promotion recommendations. Thus, it will become an integral part of employee development.

Dood

D. Specialist and Super Analysts slots:

I have looked at an NFAC breakout of non-supervisory GS-15's. It appears at first glance that approximately 30% of all GS-15's fall into this category. Their distribution is skewed, however. To get a better understanding of the scope of the problem, I have asked Office of Personnel to analyze the GS-14 and above positions in NFAC and DDS&T (adding SPS slots), determine what percentage are non-supervisory and where the slots are located. Then, Fred Janney will talk with those two MAG groups and go over the positions. They can then determine the problem areas and make specific recommendations.

Seems to me there should be designated GS-15's; & that 15's have no management duties they must be prepared to work for a GS-14.

E. Agency Performance Evaluation Form:

The recent Agency task force on fitness reports has produced a report due to us by 12 April. I recommend that we use that report as the starting point for determining the utility of the current form.

F. Retired Annuitants:

I have reviewed the Agency regulations on the hiring of retired civilian and ~~military~~ government employees. I am satisfied that the 90% limit on the combination of annuity and salary is fair. (This 90% is of the current salary at the grade and step in effect at the time of retirement). Also a 20 March 1978 Agency notice defines in

Just found it out.

rather strict terms the criteria and procedures for hiring annuitants. Finally, I reviewed the November 1977 semi-annual Agency report and it indicates a conservative use of annuitants. There has been a reduction from 239 (March 77) to 203 (Oct 77).